

# APPENDIX 12:



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
OFFICE OF THE CHIEF MEDICAL EXAMINER

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MEMORANDUM

To: Distribution

From: Jonathan L. Arden, MD, Chief Medical Examiner

Date: 13 June 2002

Re: Information Technology (IT) Initiatives

The initiative to automate the business process of OCME, while centered on the acquisition and establishment of a case management system, involves operations of most units of the agency. Many of the various improvements and enhancements proposed or under development will use new hardware or software, all of which must be integrated, and must fulfill previously established functional requirements.

Effective immediately, [REDACTED] is responsible for coordinating all IT aspects of OCME projects and purchases. In effect, during her tenure as project manager for OCME, she serves as the Chief Technology Officer for the agency. [REDACTED] will report to [REDACTED] for operational (technical) issues.

Distribution:

[REDACTED]

[REDACTED]

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From: [REDACTED] (OCME) [REDACTED]@dc.gov]

Sent: Wednesday, October 09, 2002 6:10 PM

To: [REDACTED] (OCME); [REDACTED]@dc.gov'; [REDACTED] (OCME), [REDACTED] (OCME); [REDACTED]@dc.gov

Cc: Arden, Jonathan (OCME) [REDACTED]@dc.gov'

Subject: Clarification on IT purchasing

All -

There seemed to be some confusion in today's meeting about IT purchasing procedures and priorities that I would like to help clarify.

In most (private sector) organizations, it is typically the responsibility of the CIO or an organization's IT Department or Division to review new technology project and purchase requests to ensure that :

- equipment is purchased that is in keeping with established organization IT standards (in our case, as set by OCTO)
- implications for the organization's mission-critical applications and strategic initiatives and priorities are considered (in our case, implementation of the case management system)
- we are obtaining the best price for the item (or, in our case, that we use OCTO as appropriate to negotiate prices for us)
- any requirements for implementation of the hardware or software are taken into account (e.g., workstations have enough memory to run the software, there is physical space allocated for hardware, we purchase maintenance contracts as appropriate, we have sufficient server capacity to hold data files, we have sufficient network capacity to transmit data back and forth from the server to the client workstations, etc.)
- we are not over - or under - buying (e.g., choosing more expensive equipment over less expensive equipment that does not have significantly greater functional capability, or choosing less expensive over more expensive equipment, only to discover later that it does not have a critical capability that we need)
- any data and physical security requirements have been considered
- in general, the purchases are in keeping with IT industry hardware, software, procedure and policy best practices

In most (private sector) organizations, it is typically not the responsibility of the IT department (or CIO) to:

- provide the business justification or rationale for why the requested hardware or software is required
- prioritize between or among business areas where IT funds are scarce
- set organization strategic priorities for how funds are allocated (IT typically does attempt to map strategic technology initiatives or projects to support organization strategic priorities. For example, if an organization with only one location sets a strategic business initiative to expand and open offices in remote locations, IT must set a corresponding strategic IT initiative to expand existing LAN (Local Area Network ) capability into a WAN (Wide Area Network) to enable remote locations to communicate.)

Following this model, I am concentrating my efforts as "acting Agency CIO" in the areas that are typical of most private sector IT departments. I am asking for your assistance and support to provide business justification for any IT purchase requests, and to share your strategic initiatives and priorities with me as appropriate so that I can serve your needs and spend the agency's IT money wisely and well. I am also asking for your assistance and support to share this information with your staff so that, when they see new equipment being installed, they have a better understanding of how and why these decisions are made, and so they will perhaps seem a little less arbitrary.

If you have any concerns or suggestions please let me know. If you would like me to discuss this with your staff, I'd be happy to any time.